



CONSTELLATION

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Corps completes construction of D.C. school

By Christopher Augsburger
Public Affairs Office

Students from more than 50 nations will soon study in a new 21st century learning environment. Some 1,400 junior and senior high school students representing dozens of cultures will walk out of their old classrooms and through the doors of their ultramodern \$55 million combined middle and high school in northwest Washington, Feb. 21.

The Corps and D.C. Public Schools completed construction Jan. 17 of the Bell Lincoln Multicultural Center, a 325,000-square-foot facility that replaces Bell High School and Lincoln Middle School. The cosmopolitan center is designed to cater to a diverse student body composed of scores of nationalities and many social classes.

"This facility is our city's continued commitment to enable the growth of the most diverse student body in D.C. Public Schools," said Maria Turkeva, principal of Bell High School. "This is more than just another school building — it's the manifestation of an entire community's hopes and aspirations to bridge a high quality education with a facility of equal stature."

To capitalize on the unique profile of the schools' demographics, students will be exposed to a host of state-of-the-art learning tools. The most advanced of these sits in the center of the complex: an 800-seat auditorium designed to model the United Nations layout, complete with a 180-degree revolving segment. The auditorium provides the students with an opportunity to interact with one another in a simulated global context.

"This kind of learning environment will give students a better opportunity to succeed in the future," said Lydia Blazquez, principal of Lincoln Middle School.

When students finish brokering new diplomatic policy, they can view local and international news in any of the 150



(Photo by Susanne Bledsoe, Information Management)

(From l to r) Col. Robert J. Davis, commander of Baltimore District, Manal Ezzat, project manager and Will Hettchen, resident engineer, tour Bell Lincoln Multicultural Center prior to turning it over to D.C. Public Schools. The U.S. Army Corps of Engineers completed construction of the \$55 million facility Jan. 17, and the school opens Feb. 21.

classrooms equipped with cable television. The television units are plugged into the DCPS educational closed-circuit system to provide televideo educational sessions, while multiple

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Martin Luther King Jr. Observance



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U.S. Army Corps
of Engineers
Baltimore District

[http://
www.nab.usace.army.mil](http://www.nab.usace.army.mil)

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Commander's Comment

Our support to the Maryland Port Administration

By Col. Robert J. Davis
Commander and District Engineer

Have you ever wondered why the Baltimore District of the U.S. Army Corps of Engineers is actually located in Baltimore? Much of the answer dates back to our involvement in military fortifications, coastal defenses and navigation. In the 1840s, young engineer Capt. Robert E. Lee was responsible for improvements at Fort McHenry, located within a few miles of our headquarters. Several Chesapeake Bay approach channels into Baltimore carry the names of previous district commanders, such as Capt. Henry Brewerton and Lt. Col. William E. Craighill.

Our association with Baltimore is rich with similar examples and leads me into a discussion about our featured partner in this issue of the *Constellation*, the Maryland Port Administration.

MPA, an element of the Maryland Department of Transportation, is responsible for running the Port of Baltimore. This year, the port will celebrate its 300th anniversary of being a middle Atlantic gateway to the world, which makes the 230-year-old U.S. Army seem young.

The port has tremendous strategic advantages such as: 18th in the United States for total tonnage, first in the United States for roll on/roll off cargo, inland proximity to consumer markets, a skilled and efficient workforce, world class terminals that accept diverse cargoes, and excellent transportation infrastructure. We play a key infrastructure role with the port by providing efficient and safe federal navigation channels.

2006 is an important year for this effort. Our Dredged Material Management Plan will be finalized early in the year and will lay out plans to ensure 20 years of dredged material placement capacity. The DMMP also seeks ways to beneficially use dredged material.

One such innovative use will be to continue to create wetlands and habitat areas at Poplar Island and other potential mid-bay islands. Environmentally sustainable, closed-in placement sites for harbor dredged material are also addressed in the DMMP.

Navigation safety is also a key component of our involvement with the port. Our skilled employees conduct soundings to ensure water depths are adequate for safe passage. Additionally, they remove drift materials within the federal channels to keep waterborne traffic safely moving.



(Photo courtesy Maryland Port Administration)

Baltimore District provides safe and efficient navigation channels for the Port of Baltimore.

In May 2005, Mr. F. Brooks Royster III, a 33 year veteran of the maritime industry, was appointed as the executive director of MPA, and it is an honor to work with Mr. Royster and his staff in making the port the very best it can be!

— Essayons

Harvest for the Hungry campaign kicks off

By Angela M. Moore
Public Affairs Office



(Photo by Angela Moore, Public Affairs)

Lisa Biehl, Operations Division, and Lt. Col. J.T. Hand, deputy commander, make donations to the District's Harvest for the Hungry food drive.

The Baltimore District kicked-off its Harvest for the Hungry food drive Jan. 20. The annual campaign benefits the Maryland Food Bank. The food drive helps many less fortunate people in Baltimore City and the surrounding areas.

This year's campaign will feature many special events, contests and raffles to generate employee participation. Employees are encouraged to donate non-perishable items. Personal care products, such as toothpaste, shampoo and soaps are also needed.

Joe Lease of the Safety Office

is this year's District campaign coordinator. Questions regarding the food drive should be directed to the following key personnel or the Safety Office at ext. 4101.

Harvest Key Personnel

Tom Sharps, EN
Felecia Johnson, RE
Maggie Poliszczuk, IM
Sandy Hanson, PPM
Bertha Brownson, OC
Doris Faulkner, EN
Angela Moore, PA
Lisa Biehl, OP
Stephanie Roth, HR
Fred Furney, PL
Lorie Moses, RM
Lawrence McCallum, LM
Mary Jenkins, CT

Quick Poll: What is your New Year's resolution?



"I am planning to read more and watch less television."

Maj. John K. Baker
Deputy District
Engineer for Support
Operations

"Because I have recently retired from active duty with the Army, I want to spend more time with my wife and kids."

Humberto Gonzalez
Office of Security and
Law Enforcement



"My goal is to continue to grow professionally."

Anisha Downs
Engineering Division



"This year, I am planning to lose weight."

Lisa Lipford
Programs and Project
Management Division

The five qualities of future leaders

By Nicki Fatherly
Engineering Division

The Corps is a mature organization with a rich history that can both help and hinder us as we face the changing business environment of the 21st century. How do we maintain our uniqueness, yet remain relevant and ready in an increasingly private sector business model?

One answer is to become a Learning Organization and build it into everything we do.

The Learning Organization Doctrine is a guidebook, which describes and discusses what an LO should look like. An LO continually learns from its shared experiences, motivates individuals in lifelong learning and accommodates change. LOs seek leaders who possess specific qualities and a shared vision to develop and promote the talents of the organization.

The leaders of today and tomorrow will need specific leadership qualities to make our future a successful one. The five leadership qualities identified in the Learning Organization Doctrine will help us in the transformation process we have started, if we are willing to commit ourselves to personal learning and change.

The leadership qualities are: strategic, direction, drive, management and relationship. These qualities are the Corps' standards for evaluating leaders. In order to achieve an LO environment, we must find and develop leaders who have some — and preferably all — of these qualities.

Leaders who demonstrate the "strategic" quality are those who see the future possibilities and work to put the resources in place today to be ready tomorrow. They ask, "Why are we doing it this way, and is there a better way?"

Leaders with "direction" realize that

people need to feel engaged in their projects and provide the direction and clarification needed for their team to perform cohesively and successfully. These leaders ask, "What is our goal, and what do we want to be accomplished?"

Leaders with "drive" are the ones who know that they can succeed only when people are empowered and striving for the same goal. They use their experience to design the most effective critical path to achieve a goal in the most efficient and effective manner. They ask, "How can we be innovative in approach and interactive at the same time?"

Leaders with "management" skills are perhaps the most familiar and visible in our current management structure. These leaders recognize that work functions (project

The Corps has identified five dimensions of leadership:

- Strategic
- Direction
- Drive
- Management
- Relationship

management, accounting, authority and stakeholder involvement) must be delegated among the team members to eliminate bottlenecking and maintain momentum. They believe it is their responsibility to manage the change instead of micromanaging people. They are concerned with how to minimize the effects of change to project goal completion. These leaders ask, "Do my team members know what their delegated responsibilities are, and do they have the resources needed to accomplish the goal?"

Finally, leaders with "relationship" skills believe that development of talent and understanding an individual's values and goals will help drive the success of the organization. These leaders actively seek out talent and find opportunities to develop team members with an eye to the future needs of the organization. They ask, "Do we know why we want this goal, and, if we achieve it, will it meet our needs?"

If all of us take a minute to shape the future and build that picture into everything we do, we can do nothing *but* succeed.

For further discussion and understanding of these qualities, please refer to the LOD pamphlet located at <http://www.hq.usace.army.mil/cepa/learning/learning.htm>.



Learning Organization Doctrine

Roadmap for Transformation

November 2003

Bell Lincoln (continued from cover)

computer labs and fully equipped language and translation labs will enhance their educational experience.

The campus also features vanguard technology and architectural designs that place it at the forefront of innovative learning techniques. Highlights include a top-of-the-line wireless communication system accessible in every classroom and office, the latest in scientific learning and research laboratories, daycare centers, dance studios, athletic facilities, a cosmetology center and an underground parking garage.

The opening of the Bell Lincoln Multicultural Center marks an important milestone in the partnership between the Corps and DCPS.

"Throughout his tenure with DCPS, Superintendent Dr. Clifford B. Janey has fostered an environment of collaboration," said Cornell Brown Jr., executive director of the Office of Facilities Management for DCPS.

The project delivery team included members of the community, the school's

Bell Lincoln Multicultural Center.

Rogers agreed that close cooperation among agencies contributed to the project's success. "This collaborative team provided an opportunity for all partners to contribute to the project, instilled a sense of ownership, motivation and encouragement among the team and provided a mechanism for timely decision making as the project unfolded," said Rogers.

The facility replaces the original 98,000-square-foot Bell High School built in 1910, as well as the original 185,000-square-foot Lincoln Middle School built in 1967. Bell's capacity was 579 students with a current enrollment of about 650, while Lincoln's capacity was 1,290 students with a year 2000 enrollment of about 385.

Part of the funding for the school came from the efforts of the Multicultural Career Intern Program, a nonprofit affiliate of Bell High School.

"This project was a perfect opportunity to see the best in contractor selection and construction management

through the Army Corps and vigilant oversight by DCPS's superintendent and the Board of Education," said Carol Stoel, chair of MCIP's board of directors.

Since 1998, the Corps has partnered with DCPS to bolster the school system's capital improvement program. During that time, in addition to 12 whole-school modernization projects, the Corps has completed more than 1,000 smaller capital



(Photo by Susanne Bledsoe, Information Management)

Along with traditional school resources such as science labs and media centers, the Bell Lincoln Multicultural Center also includes daycare centers, dance studios and a cosmetology lab to provide students with a wide range of educational opportunities.

improvement projects. These projects include structural repairs, installation of new roofs and windows, replacement of old and failing heating and cooling systems, bathroom renovations, flooring upgrades, interior renovation projects, lead and asbestos abatement projects and underground storage tank removals.

"This school is the result of the hard work of parents, the community, the Corps of Engineers and DCPS," said Brown. "All parties involved should take pride in this state-of-the-art facility where our educators will help DCPS achieve success — one student at a time."

Turkova has great expectations for the new learning facility.

"These new halls of learning will produce leaders for generations to come," Turkova said.

The Bell Lincoln Multicultural Center is the 10th fully modernized and rebuilt school the Corps has completed and turned over to DCPS.

The Corps is also managing school modernization projects at Thomson Elementary School and Luke C. Moore High School. Thomson Elementary opened its doors to students Jan. 17, and Luke C. Moore is currently scheduled for occupancy in the fall.

"These new halls of learning will produce leaders for generations to come."

-Maria Turkova
Principal, Bell High School

staff, the designers, the builders, DCPS Office of Facilities Management staff, other District of Columbia government officials and the Corps, according to Mike Rogers, the Corps' DC Programs Office program manager.

"A prime factor in the success of this project is the teaming environment that was established very early on," said Manal Ezzat, project manager for the

Beyond the “I Have a Dream” speech...

Speaker highlights King’s final years

By Christopher Augsburger
Public Affairs Office

Dr. Martin Luther King Jr. should be remembered as more than a man who had a dream, according to Dr. Raymond A. Winbush, the director of the Institute for Urban Research at Morgan State University. During a ceremony last month organized by the Equal Employment Opportunity Office to honor the late civil rights leader, Winbush spoke about the need to recognize the challenges and accomplishments of King long after he delivered his famous “I Have a Dream” speech.

King made those remarks on Aug. 28, 1963, but carried on his fight for equality for another five years before his assassination in 1968. Those years, said Winbush, articulate King’s belief in a sustained fight for equality, whereas many view the “I Have a Dream” speech as the unofficial last words of the civil rights movement.

“We’ve created a collective amnesia for Dr. King,” said Winbush. “We prefer to remember him as a figure who keeps dreaming rather than a fighter who tells us to wake up and tackle the challenges that still remain.”



(Photo by Tex Jobe, Information Management)

Dr. Raymond A. Winbush, director of the Institute for Urban Research at Morgan State University, told listeners to remember King’s accomplishments during his last five years of life.



(Photo by Tex Jobe, Information Management)

The Voices of Harmony perform a spiritual during the Martin Luther King Jr. Birthday Celebration Jan. 12.

Winbush pointed to the accomplishments and the battles King continued to fight, long after the March on Washington. In the 11-year period from 1957 to 1968, King traveled more than six million miles and spoke on more than 2,500 occasions. He wrote five books as well as numerous letters and articles, including his “Letter from a Birmingham Jail,” a letter in which King lists the reasons African Americans were pushing for equal rights. He planned the drives in Alabama for the registration of African Americans as voters, and, at the age of 35, became the youngest man to win the Nobel Peace Prize.

Sen. Paul Sarbanes, who opened the ceremony, agreed with Winbush and said the fight for racial and economic equality should continue.

“We’ve come a long way, but we aren’t there yet,” said Sarbanes. “Dr. King is a beacon of hope and light.”

Letters from Sen. Barbara Mikulski and Rep. Benjamin Cardin were read, and songs by the City Crescent Building Voices of Harmony helped complete the ceremony, which was attended by more than 200 employees of the Corps, Federal Highway Administration, Department of Housing and Urban Development, Small Business Administration, Equal Employment Opportunity Commission and others within the federal community.

“Dr. King led a civil rights movement for all Americans,” said Col. Robert J. Davis, Baltimore District commander.

“When we celebrate his life and his impact to the social landscape of this country, we celebrate a man who paved the way for Americans from all walks of life to be judged by the content of their character, and not their age, gender, religion or skin color.”

New defense center opens at Fort Belvoir

Surrounded by agency employees and witnessed in overseas locations via a live video feed, a cast of dignitaries cut the ribbon for the Defense Threat Reduction Center at Fort Belvoir, Va., Jan. 26. The center is the new headquarters for the Defense Threat Reduction Agency, a Department of Defense combat support agency.

Built by the Baltimore District, the new center accommodates 1,500 employees and consolidates DTRA resources in the National Capital Region into a single, more secure facility. Construction began March 14, 2003, on the \$75 million, 328,000 square-foot building with the adjacent 1,000-space parking garage. The project was completed Sept. 23, 2005.

The building meshes private offices and cubicles in an open-office design. It features maximum natural light, an efficient floor plan and flexibility for future changes, according to Scott Drumheller, the Corps' project manager.

A conference center with flexible seating has space for up to 150 people. The facility's force protection construction criteria included vehicle stand-off distance, blast resistant walls and windows, special structural



(Photo courtesy Centex Construction)

The handsome lobby greets visitors to the Defense Threat Reduction Center.

reinforcing and protected air intakes. Specially designed spaces house a worldwide Operations Center and a Collaboration Center that supports both military and civil authorities by using the best science, technology and operational personnel and concepts to counter weapons of mass destruction threats.

The planning, design and construction were cooperative efforts that came in on time, on budget and with no construction accidents, according to Robert Klipfel, Fort Belvoir resident engineer.

Baltimore District also handled the building's interior design. That effort, led by interior designer Wanda Coates-Flowers, entailed \$10 million in furnishings.

Centex Construction, Fairfax, Va., built the facility

that RTKL (Baltimore) designed to be architecturally compatible with the adjoining Andrew T. McNamara Building exterior. Edmond Lazarus was Baltimore's design team leader.

Among those joining Defense Threat Reduction Agency Director Dr. James A. Tegnalia in cutting the ceremonial ribbon were Sen. Richard G. Lugar, R-Ind.; Kenneth J. Kreig, under secretary of defense for acquisition, technology and logistics; Marine Gen. James E. Cartwright, commander, U.S. Strategic Command; and Dr. Dale E. Klein, assistant to the secretary of defense for nuclear, chemical and biological programs. Col. Robert J. Davis, commander, represented the Baltimore District.



(Photo courtesy Centex Construction)

The front of the newly completed Defense Threat Reduction Center is accessed from the parking lot.

Information for this article was compiled from Defense Threat Reduction Agency and U.S. Army Corps of Engineers sources.



Meet married couples who work in the District



Robert and Sandy Gore will celebrate their 24th wedding anniversary in March. Robert is the assistant chief of Planning Division, and Sandy is a program analyst in Programs and Project Management Division. Although it is sometimes hard for them to stop talking about the job, they said they enjoy working for the same organization because they both understand each other, and can relate to one another.

Robert and Sandy have two daughters: Shannon, 12, and Jessica, 9.

Robert, who admitted that he can be quite reserved at times, admires Sandy's outgoing personality.

Sandy, too, admires her husband.

"I appreciate the way he interacts with the kids," said Sandy. "His family is his No. 1 priority."



Greg and Tracy McCleaf have a lot in common. They both grew up in the same rural county in Pennsylvania, and they both work for Baltimore District.

But they did not meet each other until their temporary duty assignments overlapped while they were both deployed to Afghanistan! It did not take long for them to realize they were a perfect match for each other.

"I liked Tracy because our compatibility has been natural from the very beginning," said Greg. Tracy agreed.

"Greg had a wonderful smile, and it was so easy to be comfortable with him," she said.

They married last July, about a year after they had met.

Today, Tracy works in Operations Division as a biologist, and Greg works in Construction Division as a construction representative.



Dick and Janice White have been married for 38 years. Dick works in the Office of Counsel as a District trial attorney, and Janice works in Engineering Division as an interior designer. They said the most beneficial part of working for the same organization is being able to ride to work together sometimes and meet for lunch.

A disadvantage of working together, however, is that it is hard to "leave work at work." Dick and Jan have one son, Tim, 17.

What's the secret for staying married for such a long time?

"You have to admit when you're wrong," said Janice.

"And keep it to yourself when you're right," Dick added.



Bill Kriner said he loves his wife, Janet, because she is always willing to try something new.

"She enjoys riding with me on my motorcycle to such places as South Dakota, Florida, Alabama, Canada and Nova Scotia," said Bill.

Bill works in Engineering Division as the chief of the field exploration unit, and Janet is a realty specialist in Real Estate Division.

They have two daughters and one grandson.

After 34 years of marriage, the Kriners are still in love.

What's the secret to maintaining a healthy relationship?"

"You have to give more than you take," said Janet.

Bill agreed.

"You have to keep your priorities straight and make the most of your life each day," said Bill.



Sandy and Richard Hanson will celebrate 22 years of marriage in March. Sandy works as an administrative assistant in the Programs and Project Management Division, and Richard is the acting assistant chief of the Military Design Branch in Engineering Division. They said they enjoy working for the same organization because it's another item to have in common with your spouse.

The Hansons have three children, Sara, 20, Richard III, 18, and Robby, 14.

What characteristic does each spouse admire in the other?

"I value Sandy's sensitivity and compassion," said Richard.

"And I appreciate Richard because he has a wonderful sense of humor, and he's a good father," Sandy said.

Employee celebrates 50th birthday uniquely

By Chanel S. Weaver
Public Affairs Office

As Robert Gore, deputy chief of Planning Division, approached his 50th birthday, he began to think of ways he could celebrate reaching the half-century milestone.

Sure, a traditional birthday party would work, but he wanted to do something special. After a few days of deliberation, Gore, an avid runner, reached the perfect solution.

"I figured I would run a 50-mile race to celebrate my 50th birthday," said Gore.

Although Gore has been running for years, it was not an easy task for Gore to prepare for the *John F. Kennedy 50 Mile* race near Hagerstown, Md. He had to make plenty of preparations.

"I've never ran 50 miles, so I had to get conditioned," said Gore.

"I ran 20-25 miles each Wednesday plus 15-20 miles on the weekend each week to prepare myself for the long race," said Gore.



(Photo by Sandy Gore)

Robert Gore, deputy chief of Planning Division, completed the John F. Kennedy 50-mile race in November.

While it was important for Gore to ensure that he was physically capable of running the race, he had one more loose end to tie.

"It is customary to run for a cause," said Gore.

Gore chose to run to raise money for the Cystic Fibrosis Foundation. His friend's daughter, Amy, was diagnosed with the disease.

On the day of the race, Nov. 19, Gore gathered with the other runners at the Appalachian Trail in Western Maryland before sunrise. His wife, Sandy; two daughters, Shan-

non and Jessica; and good friend, Larry Eastman, also came out to support him.

Although Amy could not be at the race, she was there in spirit. She gave Gore her bracelet to wear as encouragement for his run.

Gore and the other runners traveled 16 miles along the Appalachian Trail, 26 miles along the Chesapeake and Ohio Canal towpath, and the last eight miles along scenic country roads. There were several opportunities to stop along the way for nourishment, rest and to change clothing.

"If you set your mind to do something...you can achieve it."

-Robert Gore
Planning Division

"He had a cell phone, and it was reassuring to know we could contact him at any time and make sure he was OK," said Sandy Gore, who also works in the District as a program analyst in Programs and Project Management Division.

Gore said he was thrilled when he finally finished the race.

He planned that the run would take him 12 hours and 23 min. He started running at 5 a.m., and finished the race at 5:31 p.m.

"I am a planner by trade, so I was impressed when I discovered that I was only eight minutes off my projected finish time," said Gore.

Eastman said he was inspired by Gore's performance.

"It was hard not to be impressed by the will and spirit of Rob," said Eastman, who also works in the District's Planning Division as a team leader.

Gore said he hoped that his completion of the 50-mile race taught his children an important lesson.

"I wanted my children to know that if you set your mind to do something, with the proper planning, you can achieve it," said Gore.

Gore certainly had the support of others during that November race. His supporters donated more than \$2,000 to the Cystic Fibrosis Foundation.

Cystic Fibrosis is a condition that clogs the airways, leading to chronic, sometimes fatal, lung infections. There is currently no cure for this disease.

Constellation Survey

We care about your ideas on how to make the Constellation an even better publication. Please complete this survey and return it to the Public Affairs Office. Now is the time to make your voice heard!

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Winter Driving Tips

From the Canadian Center for Occupational Safety and Health Website

Driving in winter weather — snow, ice, wet and cold — creates a great challenge for vehicles and drivers. Although it has been a relatively mild winter season thus far, here are a few tips for staying safe when the snow finally falls.

How should you drive in winter weather?

- Buckle up before you start driving. Keep your seat belt buckled at all times.
- Slow down. Posted speed limits are for ideal travel conditions. Driving at reduced speeds is the best precautionary measure against misfortune while driving on slippery roads.
- Do not use cruise control. Winter driving requires you to be in full control at all times.
- Reduce your speed while approaching intersections covered with ice or snow.
- Drive with low-beam headlights on. Not only are they brighter than daytime

running lights but turning them on also activates the tail lights. This makes your vehicle more visible.

- Steer with smooth and precise movements. Changing lanes too quickly and jerky steering while braking or accelerating can cause skidding.
- Be aware and slow down when you see a sign warning that you are approaching a bridge. Steel and concrete bridges are likely to be icy even when there is no ice on the asphalt surface.

What should you do if you start to skid?

- Above all **DO NOT PANIC**.

- Look where you want your vehicle to go and steer in this direction.
- Do not brake.
- Do not accelerate.
- If you're using automatic transmission, shift to neutral. However, if you cannot do that immediately, do not touch the transmission gear.
- If you're using manual transmission, declutch.

What should you do if you get stuck or stranded in the snow?

- Avoid over-exertion and over-exposure to the cold. Cold weather can put extra stress on the heart and contribute to the hazards of over-exertion. Sweaty clothes next

to the skin are not good insulators against the cold.

- Stay in the car if you cannot shovel your car out of the snow.
- Stay in the car in blizzard conditions.
- Do not leave the car for assistance unless help is visible within about 100 yards.

"Winter weather creates a great challenge for vehicles and drivers."

—Canadian Center for Occupational Health and Safety

- Turn on flashing lights or set up flares. A brightly colored cloth on the radio antenna may make your vehicle more visible in daylight.

• Run the car engine occasionally (about 10 minutes every hour) to provide heat (and to conserve fuel). Ensure that the tail exhaust pipe is free of snow and keep the window opened slightly (on the side shielded from the wind) to prevent the build up of carbon monoxide when the engine is running.

• Bundle up in a blanket. If there is more than one person in the car, share. Two people sharing blankets will be warmer than either person alone in a blanket.

• Wear a hat and scarf. The head and neck are major sources of heat loss from the body.

• Do not fall asleep. If there is more than one person in the car, take turns sleeping.

- Watch for traffic or rescuers.



DoD delays implementation of new pay system

By Joyce M. Conant
Public Affairs Office

The new pay-for-performance system being initiated under the National Security Personnel System is now scheduled for implementation at the Baltimore District in January 2007 under the latest schedule released by the Department of Defense. Baltimore is scheduled to be part of Spiral 1.3 — the third round of implementation.

Originally, the first spiral was slated to begin this month. The Pentagon delayed the new system until it can ensure it is simple, clear and understandable for all employees.

The Department of the Army will include employees of the Civilian Human Resources Agency as part of the implementation of Spiral 1.1, now scheduled for April 30. This means that the Human Resources Office will be affected by the initial implementation.

Wayne Richardson, chief of Human Resources, said training will be delivered to all supervisors and employees prior to implementing the new system.

“Since the HRO will be part of the initial implementation, it will allow us to experience the new system first-hand before it is rolled out to the rest of the District next January,” said Richardson.

The new system is designed to give managers more flexibility when it comes to dealing with poor performers and to reward high-quality performance, he said. Most high performers will benefit from the NSPS system, he added.

As the new system is currently designed, funds that were

| Grade | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 |
|-------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 1 | \$ 19,214 | \$ 19,855 | \$ 20,494 | \$ 21,133 | \$ 21,772 | \$ 22,411 | \$ 23,050 | \$ 23,689 | \$ 24,328 | \$ 24,967 |
| 2 | 21,602 | 22,116 | 22,631 | 23,145 | 23,660 | 24,174 | 24,689 | 25,203 | 25,718 | 26,232 |
| 3 | 23,571 | 24,357 | 25,143 | 25,929 | 26,715 | 27,501 | 28,287 | 29,073 | 29,859 | 30,645 |
| 4 | 25,460 | 27,342 | 28,223 | 29,104 | 29,985 | 30,866 | 31,747 | 32,628 | 33,509 | 34,390 |
| 5 | 29,604 | 30,581 | 31,558 | 32,535 | 33,512 | 34,489 | 35,466 | 36,443 | 37,420 | 38,397 |
| 6 | 33,000 | 34,100 | 35,199 | 36,299 | 37,398 | 38,498 | 39,597 | 40,697 | 41,796 | 42,896 |
| 7 | 36,671 | 37,893 | 39,115 | 40,337 | 41,559 | 42,781 | 44,003 | 45,225 | 46,447 | 47,669 |
| 8 | 40,612 | 41,965 | 43,319 | 44,672 | 46,025 | 47,378 | 48,731 | 50,084 | 51,437 | 52,790 |
| 9 | 44,856 | 46,351 | 47,847 | 49,342 | 50,838 | 52,333 | 53,829 | 55,324 | 56,820 | 58,315 |
| 10 | 49,397 | 51,043 | 52,689 | 54,335 | 55,981 | 57,627 | 59,273 | 60,919 | 62,565 | 64,211 |
| 11 | 54,272 | 56,082 | 57,891 | 59,701 | 61,510 | 63,320 | 65,129 | 66,939 | 68,748 | 70,558 |
| 12 | 65,048 | 67,216 | 69,384 | 71,552 | 73,720 | 75,887 | 78,055 | 80,223 | 82,391 | 84,559 |
| 13 | 77,353 | 79,931 | 82,509 | 85,087 | 87,665 | 90,243 | 92,821 | 95,399 | 97,977 | 100,555 |
| 14 | 91,407 | 94,454 | 97,500 | 100,547 | 103,593 | 106,640 | 109,687 | 112,734 | 115,781 | 118,828 |
| 15 | 107,521 | 111,104 | 114,688 | 118,272 | 121,856 | 125,439 | 129,023 | 132,607 | 136,191 | 139,774 |

formerly used for awards, periodic step increases and cost of living adjustments will be placed into pay pools that will be distributed based on performance, Richardson said.

“There are no ‘automatic’ step increases or cost of living increases in the draft issuances of the new system,” said Richardson.

Important things to note, as indicated on the NSPS Web site, are that employees will not lose pay as a result of the transition to NSPS, and they may still grieve performance ratings and appeal adverse actions. Employees also retain the right to organize and bargain collectively.

NSPS also does not change: basic merit system principles that form the foundation for federal service, rules against prohibited personnel practices, veterans’ preference, protection for whistleblowers, the right to make Equal Employment Opportunity complaints or anti-discrimination laws.

“It is important to remember that nothing has been finalized at this point, and DoD continues to fine-tune the system,” said Richardson. “As soon as the new system is finalized and our implementation date is certain, we will move rapidly to train every employee.”

Baltimore District's

Black History Program

Tuesday, Feb. 28
1:30 p.m.

EEOC Conference Room

Guest Speaker: Dr. Eugene M. Deloatch
Dean of the School of Engineering at Morgan State University

All employees are encouraged to attend!



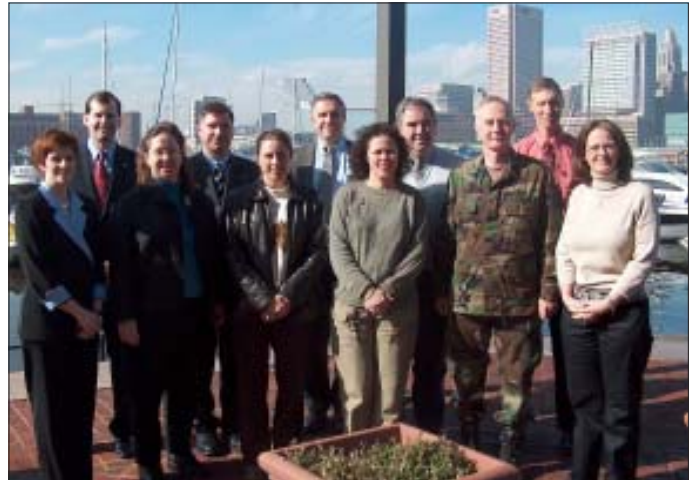
Speakers Bureau

Maria DeLaTorre, EM, Larry Mathena, OP, Karen Reed, RE and Beth Bachur, OP, judged science projects at Dumbarton Middle School in Baltimore Jan. 26. Students in grades 7 and 8 completed a total of 180 projects with their teachers submitting the best for judging.

LDP grants diplomas to District employees

By Joyce M. Conant
Public Affairs Office

The Leadership Development Program Class of 2005 graduation was held for Tiers II and III at the Rusty Scupper in Baltimore's Inner Harbor Jan. 30. Each graduate dedicated close to 300 hours of time, both personal and work-related, during the year-long program. Students interacted with District leadership and individuals from different communities of practice in order to complete various reading, writing, and briefing assignments as well as team projects. The LDP (Tiers II and III) is a competitive program which requires individuals to submit applications and interview for the opportunity to participate. The next class begins Feb. 6.



(Photo by Joyce M. Conant, Public Affairs)

Col. Robert J. Davis, Baltimore District commander, poses with the students who participated in the 2005 program. Shown (from l to r) are: Amy Guise, PL; William Tully, EN; Nicki Fatherly, EN; James Simms, PP; Tracy McCleaf, OP; Timothy Peck, EN; Mary Frazier, OP; Joseph Phelan, CO; Col. Davis, Craig Homesley, RE; and Sara Robert, PP.

*Be nice to me...
I gave blood*



(Photo by Joyce M. Conant, Public Affairs)

Brian DelGrosso, of the Information Management Office, makes giving blood look easy as Joyce Carter, a nurse with the American Red Cross stands by his side. Nearly 50 employees gave the gift of life during the District's blood drive Jan. 13.

Baltimore District performs well during last year's CFC, Angel Tree programs

Baltimore District had another successful year for both the Combined Federal Campaign and the Angel Tree Program.

More than \$89,000 was raised for the CFC to benefit charities.

Through the Angel Tree program, employees provided gifts for 203 needy children throughout the Baltimore area.

Congratulations to the winners of the holiday raffle:

Jim Bugg, EN
Weekend Trip to Ocean City

Mary Bogdan, HR
Holiday Wreath

Mike Coleman, OP
Holiday Wreath


Janet Vine, OP
Holiday Wreath



Department of the Army
U.S. Army Corps of Engineers
Baltimore District
P.O. Box 1715
Baltimore, MD 21203-1715
Official Business



Baltimore Newsmakers



February is
American Heart Month

*✓ Eat a proper diet ✓ Exercise regularly ✓ Don't smoke
✓ Watch your weight ✓ Get regular checkups*